



*State of Missouri  
Department of Public Safety*

# Game Plan

Fiscal Year July 1, 2008 - June 30, 2009





# Overview

---

**The Missouri Veterans Commission** is a state agency established by Missouri Statute to aid all Veterans, their dependents, and legal representatives by providing information regarding the rights of Veterans and their dependents and to assist Veterans in accessing their available benefits through State and Federal Government.

The Commission is a five member body appointed by the Governor to serve as policy and direction oversight to the Executive Director.

The Missouri Veterans Commission operates three primary programs established by Statute and four specialized programs focusing on the unique needs of certain Veterans.

- The Veterans Services Program** (p.5) provides counseling and assistance to Veterans and their dependents throughout the state on what VA and State Veterans Benefits are available, but also complete and submit claims applications with all necessary documentation.
- The Veterans Homes Program** (p.6) operates seven Veterans Homes with a total of 1350 beds that provide long term skilled nursing care in compliance with 157 Federal Department of Veterans Affairs regulations.
- The Veterans Cemeteries Program** (p.7) oversees four state veterans cemeteries, commemorating almost 100 years of military service, from World War I to the present.
  
- \*The State Veterans Ombudsman Program (p.8) assists current active service members, recently discharged service members, and the families of both with receiving assistance and educational information on benefits and services available to them from various sources to help them in times of need while deployed and afterwards and extraordinary needs of prior service veterans.
- \*The Women Veterans Program (p.9) ensures that Missouri's Women Veterans have equitable access to federal and state Veteran services and to ensure Women Veterans are aware of their VA benefits, know who to contact, and how to apply for these benefits.
- \*The Minority Veterans Program (p.10) works to contact all ethnic and underserved Minority Veterans and their surviving spouses to inform them about Veteran's benefits, encourage them to apply for earned benefits, successfully refer them to a Veterans Service Officer and works/advocates with the VA on Minority Veterans issues.
- \*The Incarcerated Veterans Program (p.11) works to facilitate the transition of Veteran offenders to a productive life in the community, serving Veteran offenders and their families as a principal advocate in ensuring that they receive appropriate services and empower the offenders with a new direction.

# The Game Plan

---

The Missouri Veterans Commission is pleased to present its 2009 Game Plan, outlining the Commission's goals for Fiscal Year 2009. The following pages contain program goals for the year and beyond as well as goals for the MVC Central Office and the Commission as a whole. The Commission welcomes comments or suggestions.

## MVC Mission & Vision

---

**MISSION:** The Missouri Veterans Commission will provide our Veterans with timely benefits assistance, skilled nursing care and a final resting place with honor.

**VISION:** The Missouri Veterans Commission supports our Veterans: past, present and future.

## MVC Core Values

---

**Service:** We focus on exceeding our Veterans expectations

**Knowledge:** We are experts in meeting Veterans needs

**Quality:** We strive for optimal outcomes in every situation

**Dignity:** We respect the sacrifice of our Veterans

**Integrity:** We match our actions to our words

**Honor:** We uphold our Veterans: Past, Present & Future

**Compassion:** We are privileged to care for our Veterans

**Loyalty:** We stand beside our Veterans forever



# Missouri Veterans Commission

---

## **2009 Goals:**

### **Short term:**

- Develop integrated marketing plan
- Standardize format reporting business plans for Operations, Finance, Marketing, Risk Management, and Human Resources.
- Implement Human Resource Plan
- Implement IT Plan
- Implement CI Plan
- Develop Workforce Development Training Plan
- Improve relationships with Staff, Stakeholders, Legislature and Service Organizations

### **Mid-Term:**

- Needs Assessment
- Implement Marketing Plan
- Develop and Implement Business Plans

### **Long Term:**

- Update Demo, Needs Assessment, Marketing Plan and Business Plan after 2010 census
- Assess website for on-line training/information sharing
- Enhance relationships with other agencies to provide the best service possible

### **End State:**

The Missouri Veterans Commission will be properly trained, sized and resourced to be reflective of the population we serve.

## **2008 Completed Goals:**

- Complete a Demographics Assessment
- Develop Business Plans
- Develop a Human Resource Plan
- Develop an Information Technology Plan
- Develop a Capital Improvement Plan

# Commission Central Office

---

## **Central Office Vision:**

Advocate, guide, plan and support the success of Missouri Veterans Commission Programs.

## **Central Office Mission:**

Provide planning assistance, human resources, financial, capital improvement, information technology, legal and administrative support for Missouri Veterans Commission Programs and Staff.

## **2009 Goals:**

### **Short Term:**

- Develop policy on Emergency Preparedness/ Safety Program
- Continuous review of MVC Policy & Procedures Manual
- Establish budget for all programs
- Update Annual Game Plan
- Update Annual Communication Guide
- Establish Central Office Development Training Plan
- Develop a short, mid and long term Capital Improvement Plan
- Develop Budget request that accomplish short and mid term goals
- Audit compliance with legal requirements
- Ensure representation of staff functions in all operational plans and strategic plans
- Elicit input from programs on anticipated Central Office support requirements

### **Mid Term:**

- Develop procedures / establish guidance for future program initiatives
- Ensure representation of staff functions in all operational plans and strategic plans
- Elicit input from programs on anticipated Central Office support requirements

### **Long Term:**

- Assess website for on-line training / information sharing
- Elicit input from programs on anticipated Central Office support requirements

### **End State:**

A high performance staff organized to meet the needs of the programs now and in the future

## **2008 Completed Goals:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Update and clarify policy and procedures</li><li>• Establish tracking systems to support program needs</li><li>• Develop a Human Resources Plan</li><li>• Develop an Information Technology Plan</li><li>• Develop a Capital Improvement Plan</li><li>• Formalize budgets for all programs</li></ul> | <ul style="list-style-type: none"><li>• Establish an ongoing strategic planning process</li><li>• Establish a formalized communication process</li><li>• Develop and standardize a statistical report for the Commissioners of the Missouri Veterans Commission.</li></ul> |
|--|--|

# Veterans Services Program

---

## **Program Vision:**

Ensure that Veterans and dependents in Missouri are informed about Veterans benefits.

## **Program Mission:**

Inform Veterans and dependents about their benefits and encourage them to apply; to successfully manage claims and advocate for Veterans and dependents.

## **2009 Goals:**

### **Short Term:**

- Request 8 additional FTE's to support all VSP programs and fund to support each
- Collaborate with Minority Veterans, Women Veterans and Operation Outreach (demographics, needs, barriers, cultural, economic, etc)
- Continue to assess, define the needs and request support for Homeless and Incarcerated Veterans Re-entry Program. Formalize and expand the Incarcerated Veterans Re-entry Program statewide
- Fully implement Virtual Veterans software including reporting
- Continue to work with Missouri Long Term Care Ombudsman to identify & report Veteran residents & admissions to long-term care facilities to the Missouri Veterans Commission
- Benchmark Veterans Services Program with other Midwest states
- Develop and implement best practices

### **Mid Term:**

- Expand Incarcerated Veterans Re-Entry Program Statewide
- Expand the Minority Veterans Program statewide
- Develop a Career Progression Ladder for Veterans Services Program
- Draft a white paper on State Medicaid vs. Federal Veterans Benefits
- Draft a white paper on VA payment for prescription drugs

### **Long Term:**

- Properly size the Veterans Services Program to meet the needs outlined in the demographic & needs assessment

### **End State:**

We want our STV Program to be trained, properly sized and reflective of the population we serve

## **2008 Completed Goals:**

- Collaborate with Minority Veterans, Women Veterans and Operation Outreach Programs on demographic study with needs assessment to follow
- Formalize and expand the Incarcerated Veteran Re-entry Program state-wide
- Assess the needs of Homeless Veterans in the State of Missouri

# Veterans Homes Program

---

**Program Vision:**

Provide skilled nursing care for eligible Veterans in Missouri.

**Program Mission:**

Provide high quality skilled nursing care through appropriate facilities, grounds, and qualified staff; work effectively as a team, always placing the Veteran first; and ensuring our Veterans, families and citizens are treated with dignity, respect and honor at each Missouri Veterans Home.

**2009 Goals:****Short Term:**

- Implement a proactive marketing plan that enables us to maintain a census of 99%
- Adopt a specialized Special Care Unit philosophy
- Train all applicable staff in End of Life philosophy by May 2009
- Identify standard security systems necessary to meet the business needs of the Homes

**Mid Term:**

- Outsource resident, family and employee satisfaction surveys

**Long Term:**

- Explore enhanced relationship with the VA in the areas of long term planning, and in the credentialing of physician, advanced practice nurses and therapy providers

**End State:**

Be the premier provider of skilled nursing care for Missouri Veterans.

**2008 Completed Goals:**

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Achieve program wide 97% census</li><li>• Develop comprehensive Capital Improvement Plan and equipment replacement schedule</li><li>• Update and standardize End of Life philosophy</li></ul> | <ul style="list-style-type: none"><li>• Refine accounts receivable practices and bad debt collection policy</li><li>• Identify standard security systems necessary to meet business needs of each home</li><li>• Identify and adopt timekeeping system that meets business needs</li></ul> |
|---|--|



# Veterans Cemeteries Program

---

## **Program Vision:**

Provide for the interment of eligible Veterans in Missouri.

## **Program Mission:**

Promote public awareness about State Cemetery benefits; provide appropriate grounds, facilities and qualified staff; work effectively as a team to always place Veterans first; and ensure our Veterans, families and citizens are treated with dignity, respect, and honor.

## **2009 Goals:**

### **Short Term:**

- Tile storage area for Bloomfield Cemetery
- Security system at Jacksonville
- Storage area for Springfield Cemetery

### **Mid Term:**

- Plan, develop and open a State Veterans Cemetery at Fort Leonard Wood
- Rule making authority
- Improved satisfaction survey
- Uniform policy
- Written facilities plan, track hoe, improve gravesite marking times and spoils area for Bloomfield
- New columbarium and re-caulk existing columbarium for Higginsville Cemetery
- Track hoe and another FTE for Jacksonville Cemetery
- A well, irrigation and a grant approval for new columbarium for Springfield Cemetery
- Additional FTE at Springfield

### **Long Term:**

- Develop and execute an internal and external Marketing Program for Missouri Veterans Cemeteries
- Another FTE for Higginsville Cemetery

### **End State:**

Be the best Veterans Cemetery system in the Nation and meet or exceed National Cemetery Standards for facilities and grounds

## **2008 Completed Goals:**

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Performance Management System in place at each cemetery</li><li>• Historical measuring tool in place on the intranet</li><li>• Cemetery database updated and standardized at each cemetery</li></ul> | <ul style="list-style-type: none"><li>• Ft. Leonard Wood development and planning in place. Processes for temporary office, hiring, training, and equipment purchases are underway</li><li>• Updated customer survey tool awaiting review and approval</li><li>• Pilot sod project implemented at Jacksonville</li></ul> |
|--|--|

# Veterans Ombudsman Program

---

## **Program Vision:**

Address the immediate and kinetic unmet needs of Missouri Service Members, Veterans and their families.

## **Program Mission:**

Advocate for Veterans, Service Members and their families; educate internal and external customers; develop and coordinate resources; and navigate our Patriots toward optimal life solutions.

## **2009 Goals:**

### **Short Term:**

- To build a volunteer network
- To continue to build stronger relationships with our DOD, benevolent and state, federal and local partners
- To provide pre-deployment briefings to those who will become Veterans and to the dual status Veterans so they know what documents to compile during deployment in order to support their VA claims
- To implement the marketing outreach effort through the Education and Awareness Campaign, events, activism and networking
- To fine-tune current legislation and provide education to support new pieces of legislation for Veterans – Past, Present and Future!
- To match outreach to specific needs of the population in the rural versus metropolitan areas
- To size the program to meet the urgent and kinetic needs of the population by adding 4 FTE's (Full Time Employee's) and volunteers

### **Mid Term:**

- Digitalize “Life After War...It’s About Making A Plan”
- Educate the Veterans Organizations at 322 schools about benefits
- Educate legislative assistants about connectivity

### **Long Term:**

- A responsive program to meet the needs of Service Members, Veterans and their families statewide and throughout the nation

### **End State:**

A State Veterans Ombudsman Program that meets the immediate and kinetic needs of GWOT Service Members and their families and the extraordinary unmet needs of prior service Veterans

## **2008 Completed Goals:**

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Formalize the State Veterans Ombudsman role</li><li>• Develop a donor and benefit PowerPoint presentation/video (state and federal)</li><li>• Create stronger relationships with the Guard and Reserve</li><li>• Develop a Resource Guide</li></ul> | <ul style="list-style-type: none"><li>• Educate internal and external customers on the role of the Ombudsman and Operation Outreach</li><li>• Educate internal and external customers to properly refer Global War on Terror (GWOT) Service Members, Veterans, and their families to the appropriate assistance</li></ul> |
|---|---|

# Women Veterans Program

---

## **Program Vision:**

Facilitate proactive leadership and services for Women Veterans, their dependents and survivors in Missouri.

## **Program Mission:**

Inform Women Veterans, their dependents and survivors about Veterans benefits, successfully refer them to a Veterans Service Officer and educate Veteran Service Officers on the unique issues of Women Veterans.

## **2009 Goals:**

### **Short Term:**

- To review current web page for updates and designs
- To outline and implement a marketing plan
- To develop and implement an Outreach Plan through events and community activism
- To conduct education, report and share experiences with the Veterans Services Program
- To conduct a Women Veterans needs assessment for Missouri

### **Mid Term:**

- To establish a budget for expense and equipment costs within Veterans Services Program
- To establish a network of Women Veterans Coordinators
- To formalize education and procedures with the Veterans Services Program

- To formalize and promote the Women Veterans Program
- To maintain and update current female Veteran data base

### **Long Term:**

- To integrate the Women Veterans Program into the Veterans Services Program through education and diversity.

### **End State:**

We want our Veterans Services Program to be reflective of the population we serve.

## **2008 Completed Goals:**

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Conduct a Women Veterans demographic assessment for Missouri</li><li>• Conduct a Women Veterans needs assessment for MO</li><li>• Outline and implement a marketing plan</li><li>• Develop and implement an Outreach Plan through events and community activism</li></ul> | <ul style="list-style-type: none"><li>• Establish a “best practice” list to share</li><li>• Conduct education, report and share experiences with the VSP.</li><li>• Establish a full time Women Veterans Coordinator</li><li>• Establish a budget for expenses and equipment costs within VSP program</li></ul> |
|---|---|

# Minority Veterans Program

---

## **Vision:**

Ensure that Minority Veterans in the Kansas City area are informed about Veterans benefits.

## **Mission:**

Inform Minority Veterans about Veterans benefits, encourage them to apply for earned benefits, successfully refer them to a Veterans Service Officer, and to work/advocate with the Veterans Administration on Minority Veterans issues.

## **2009 Goals:**

### **Short Term:**

- To refine Minority Veterans demographic assessment for Missouri (with the focus on central Kansas City)
- To continue with Minority Veterans needs assessment for Kansas City
- To implement a marketing plan as funding becomes available
- To continue Outreach Plan through events and community activism
- To add to the “best practices” list to share with other programs
- To continue education, report and share experiences with the Veterans Services Program

### **Mid Term:**

- To establish a Minority Veterans Program in St. Louis
- To establish a Minority Veterans Program in Springfield

- To establish a rural Minority Veterans Program

- To support the creation of NABVETS & the American GI Forum statewide so they may become a member of MAVO and participate in the Veterans Service Grants Program

### **Long Term:**

- To integrate the Minority Veterans Program with the Veterans Services Program through education and diversity.

### **End State:**

We want our Veterans Services Program to be reflective of the population we serve.

## **2008 Completed Goals:**

- Establish a “best practices” list to share with other programs
- Collaborate and share experiences with the Veterans Service Program



# Incarcerated Veterans Program

---

## **Vision:**

Facilitate the transition of Veteran offenders to a productive life in the community.

## **Mission:**

Serve Missouri's incarcerated Veterans and their families with dignity and compassion and to be their principal advocate in ensuring that they receive the appropriate services and to empower the offenders with hope and a new direction

## **2009 Goals:**

### **Short Term:**

- Continue to develop a "Tool Box for Success" to provide needed information to incarcerated Veterans while they are incarcerated so they may plan for re-entry themselves
- To establish contact and visit 20 DOC facilities on a continuous quarterly basis
- To Formalize scheduled monthly visits
- To Provide outreach & assessment services to incarcerated veterans
- To Refer & connect incarcerated veterans to appropriate services
- To Establish a network of services
- To reduce the number of VA overpayments
- To participate in MRP (Missouri Reentry Process) meetings with Probation & Parole

### **Mid Term:**

- To educate Department of Corrections staff on Veterans services
- Develop relationships with circuit court judges and to educate them on incarcerated Veterans issues
- Establish committees in St. Louis and Kansas City to address Veterans issues with circuit court judges

- To establish committees throughout the state with various agencies to address problem areas facing incarcerated Veterans before and after prison
- To educate the Department of Corrections staff on PTSD and Traumatic Brain Injuries (TBI) of our incarcerated OEF/OIF Veterans
- Integrate the Incarcerated Veterans Re-entry Program into the Veterans Service Program
- Negotiate Memorandum of Understanding with Workforce Development and other state agencies on Incarcerated Veteran issues

### **Long Term:**

- To create a link to our web site with re-entry information only and to have this available to all incarcerated Veterans while in prison
- To enhance relationships with other agencies to provide the best service possible to incarcerated Veterans

### **End State:**

We want Veterans re-entering into society to obtain VA benefits in which they are entitled to and serve as a referring agency in providing shelter, job assistance, etc.

# Veterans Service Grant Program

---

## **Program Vision:**

Enhance and support the Veterans Service Program's outreach and education to Missouri Veterans.

## **Program Mission:**

Inform Veterans and dependents about Veterans benefits and encourage them to apply, successfully manage claims, and advocate for Veterans and dependents.

## **2009 Goals:**

### **Short Term:**

- Implement Grants Program service map
- Equitably distribute additional 250 K in funding authority
- Develop 1 pager

### **Mid Term:**

- Implement benchmark with other Veteran Grants Program
- Develop / implement best practices statewide
- Develop / implement a service to Veterans plan

### **Long Term:**

- Properly size the Grants Program to meet the needs outlined in the demographic and needs assessment

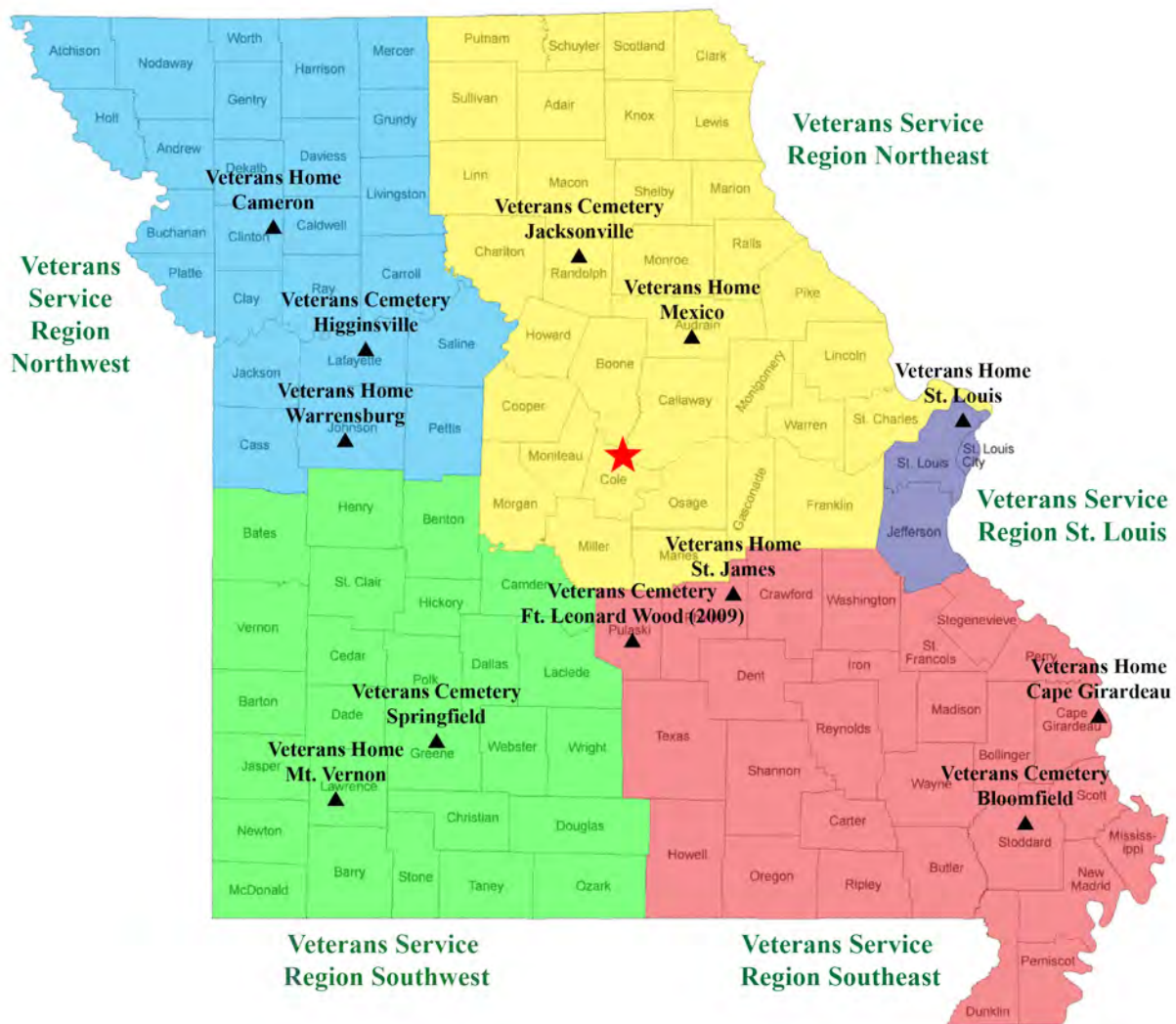
### **End State:**

We want the VSP Grants Program to be trained, properly sized and reflective of the population we serve.

## **2008 Completed Goals:**

- Develop and implement a statistical tracking system
- Develop Grants Program service map
- Develop benchmark within the Veterans Service Grant Program





***Missouri Veterans Commission***  
***205 Jefferson Street, 12th Floor***  
***P.O. Drawer 147***  
***Jefferson City, MO 65102-0147***  
***573-751-3779***  
***[www.mvc.dps.mo.gov](http://www.mvc.dps.mo.gov)***

